

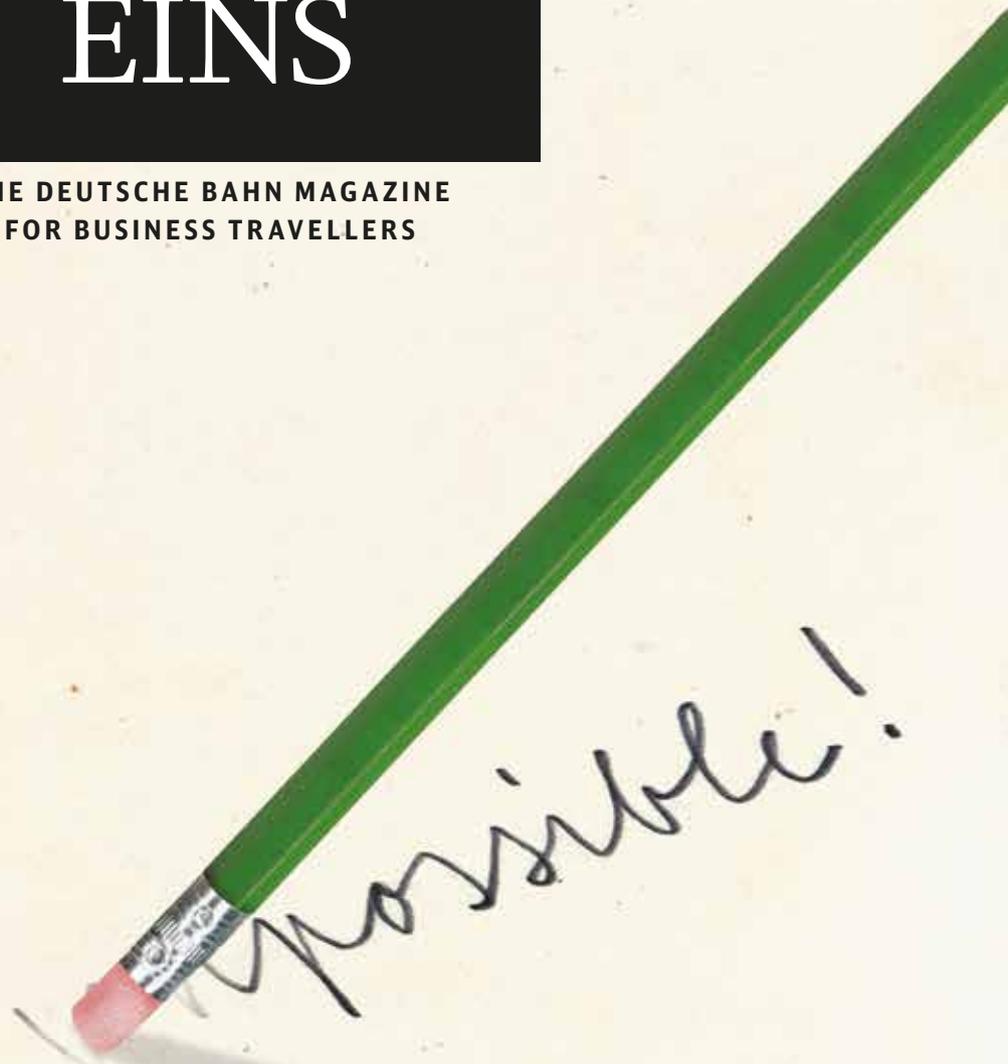
02/2015

WAGEN EINS

THE DEUTSCHE BAHN MAGAZINE
FOR BUSINESS TRAVELLERS

JOURNEY PLAN-
NING BY APP:
HOW INTEGRATED
TRANSPORT IS
MAKING BUSINESS
TRAVEL EASIER.

DELICACY:
BREEDING THE
WORLD'S
FINEST OYSTERS
ON SYLT.



possible!

NOTHING VENTURED, NOTHING GAINED

INNOVATION REQUIRES AN ACTIVE CULTURE
OF **MISTAKES**, THEY SAY. THAT SOUNDS REASSURING
AND SIMPLE – BUT IT ISN'T.

GOOD IDEA

Power from concrete

Nature is often the best model. Just as photosynthesis transforms light into energy for plants, concrete can absorb sunlight and convert it into electricity. All that is required is a conducting concrete coated with titanium oxide and other substances, which captures the light particles of the sun. What's responsible for the conversion of the sun's energy into an electrical charge are organic dyes – in this case from red fruit juice, chosen by the “Bau Kunst Erfinden” research team at the University of Kassel. This creates some interesting optical effects on the dye solar cells (see background picture) and offers an environmentally friendly means of producing electricity. Because the solar cells are integrated into the new “DysCrete” material, in future it will be possible to design whole façades, walls and floor areas with it – delivering renewable solar power in the process.

BEAUTIFULLY SUSTAINABLE

Professor of Design Heike Klusmann's multiple award-winning research platform “Bau Kunst Erfinden” combines architecture, materials science and design.
baukunstfinden.org



All aboard

EDITORIAL

“HOW, WHEN AND WHERE YOU GO – YOUR SMARTPHONE QUICKLY TAKES CARE OF IT ALL.”

DEAR READERS,

Digitalisation is changing the way we work but also the way we travel on business. In this edition of WAGEN EINS, the Deutsche Bahn magazine for business travellers, we ask how technological developments are affecting business travel. Will it be possible to manage information, services and the choice of transportation means via app further down the line?



With the new ICE portal, you will soon have access to a host of services designed to make your journey even more pleasant [page 6]. Digitalisation is also playing an important role in this regard. How, when, where, and what to do when you get there: your smartphone quickly takes care of it all. Transport expert Andreas Knie explains how digital assistants will help you on your journey in future (from page 12).

Have you ever been to Silicon Valley? If not, don't worry. The spirit of Californian corporate culture has long reached the offices of German companies. Businesses are now suddenly swearing by a new kind of entrepreneurial thinking, which requires the courage to make mistakes. Read all about the arrival of this “culture of mistakes” in Germany from page 16.

I hope you find this new issue of WAGEN EINS a stimulating and enjoyable read!

Best regards,
Karina Kaestner, Head of DB Corporate Sales

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FEEDBACK

We value your opinion. Please tell us how you like our magazine. We also welcome questions and suggestions.

bahn.de/wageneins

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MY FAVOURITE SPOT



KAYA YANAR

Kaya Yanar, do you have a favourite route?

I travel all over the country, most often from Cologne. What I like most is the fast stretch to Frankfurt. The ICE travels so fast it's hardly worth sitting down.

If you did decide to sit down, what is your favourite place to sit?

In the open carriage, window seat, back row facing the direction of travel – and in the quiet zone.

What do you always carry with you?

My mobile phone, laptop with cable, earplugs and headphones, as necessary.

How do you pass the time when travelling?

I either read, watch a film or just sleep.

Do people come up and talk to you when you travel?

Yes, they do, especially the staff ... [laughs]

What do you say to them?

"Leave me alone!" [we laugh and take some photographs of Yanar]

Have you ever experienced anything unusual on one of your journeys?

I've heard a few slips of the tongue, as can happen to the best of us, and some very funny train announcements: "Please delay the excuse!" or "The train in front of us has 800 horsepower more than us but five fewer doors so it takes a while for everyone to get on board!" There's a Twitter page dedicated to these rail announcements. I love it when people spread a bit of joy when they're at work ...

BIO: The comedian and TV presenter Kaya Yanar, 42, travels 2,000 kilometres by train each year. He is currently touring Germany with his show "Around the World" and is performing in Hanover [3 October], Cologne [10 October] and Mannheim [23 October]. kaya.tv

Rail & Co.

A TRAVEL COMPANION ON YOUR WRIST

The "DB Navigator", our practical travel app, displays important travel information on the Apple Watch. Departure times, seat reservations, itinerary and the remaining time until you change trains – a quick look at your watch is all it takes. The watch can also notify you of delays and show you nearby stations by GPS. The current version of the app can be downloaded free from the app store.

CLAIM YOUR BONUS NOW

Every business traveller who registers with "bahn.bonus", Deutsche Bahn's bonus programme, can earn up to 500 points and exchange these immediately for a reward such as an upgrade to First Class. Earn points not just with every rail journey but also at a number of hotels and selected online stores. bahn.de/bahn.bonus

Test it!

WANT TO SHAPE THE FUTURE OF DEUTSCHE BAHN? BUSINESS TRAVELLERS CAN TAKE ADVANTAGE OF THIS EXCLUSIVE OPPORTUNITY – AND REGISTER FOR WORKSHOPS AND PRODUCT TESTS FOR OFFERS AND SERVICES AT GESCHAEFTSREISEN@DEUTSCHEBAHN.COM

CARSHARING NETWORK

Deutsche Bahn and Daimler join forces

The ICE train takes you right to the centre of German cities. But what is the fastest way to continue the journey when you need to get from the station to your next meeting? Now that the car-sharing service of DB subsidiary Flinkster has joined forces with Daimler's car2go service, business travellers can benefit from the country's largest network of car-sharing vehicles. The network, which covers almost the whole of Germany, offers more than 7,000 cars.

The collaboration between the two companies allows more flexibility and made-to-measure mobility. Along with the 3,300 Flinkster cars at more than 1,000 stations in over 200 towns and cities – including all large ICE stations – Flinkster customers can also make use of a further 3,550 car2go vehicles in six urban agglomerations. These vehicles are not bound to certain stations – because of the "free-floating system", they can be left at any of the various locations.

Vehicles are reserved and unlocked via the Flinkster app on your smartphone. It is not necessary to register again to use the additional partner services. Travel is charged per minute. It is possible to book at short notice. flinkster.de



COVER ILLUSTRATION: TILMAN FAELKER PHOTOS: ACTION PRESS; MOOVEL.COM; APPLE.COM

COMPETITION

What's the name of the new ICE information and entertainment programme?

Send us your answers to the following email address by 31 December 2015: geschaeftsreisen@deutschebahn.com. We'll be giving away one Apple Watch with aluminium case and white sport band [42 mm] at the end of each month until the closing date.



Please note: No cash replacement can be given. The judges' decision is final. Employees of Deutsche Bahn and their families may not take part. The winners will be selected from all participants who submit the correct answer and will be notified by post or email. Data will be deleted after the competition is closed and the prizes awarded. All data protection provisions will be observed when handling your personal information.

ON EVERYONE'S LIPS

Industry 4.0

WHAT IT MEANS:

First came the steam engine, then the assembly line. With the birth of the computer in the 1940s, the digital age dawned. Industry 4.0 is the name of a 2014 project that was introduced by the Federal Ministry of Education and Research. Its aim is to "prepare and equip German industry for the future of manufacturing as it stands on the threshold of the fourth industrial revolution". Or, in simple terms: to promote economic development.

WHAT IT REALLY MEANS:

The fourth industrial revolution began a long time ago. The automotive sector has been turned on its head (car-sharing, networked driving), as have retail (e-commerce), the financial markets (high-frequency trading) and the music and film businesses (Spotify, Netflix). When your fridge automatically orders a delivery of milk, it is just a taste of what's to come in Life 4.0. Since it will be possible to integrate sensors into almost anything, more and more appliances will communicate with each other, changing production processes, our working environments, our daily lives. Artificial intelligence promises the economy rapid increases in production, but also raises questions about what role we will still be playing in this process. No one is really prepared for this and only one thing is certain: Industry 4.0 will become like a law of nature.

ICE PORTAL

All you need

THE INFORMATION AND ENTERTAINMENT PROGRAM WILL OFFER ICE PASSENGERS A HOST OF SERVICES. A GLIMPSE OF THINGS TO COME.

Leipzig one day, Cologne the next – business travellers get around and often like to use the time they spend on trains to work. Deutsche Bahn's new "ICE Portal" now makes train travel even easier. Passengers can see continuously updated information about their itinerary, connecting trains and onward journey, and can use digital city maps to find their way once they arrive at their destination. The information and entertainment portal, which is continuously being expanded, ensures that passengers are always kept up to date. The ICE Portal will be available via free Wi-Fi on many ICE trains within Germany in the fourth quarter of 2015. – no registration necessary. To access the service, you will need a Wi-Fi-compatible device (laptop, tablet or smartphone) with a Windows, iOS or Android operating system and a recent browser.

NEWS

Whether you're on your way to a customer meeting or to a presentation at a far-away branch office – staying abreast of the latest news is crucial for business travellers. Under the menu item "News", travellers can access information and videos about current events provided by the German television network ARD and updated several times a day. The selection includes programmes such as "Tagesschau in 100 Sekunden".

DB WORLD

This is where business travellers can access information about the services offered by Deutsche Bahn. Have a look at the food and drink menu of the on-board restaurant, find practical tips on how to redeem bahn.bonus points or check whether there is a Flinkster station at your destination.

CITY JOURNAL

As soon as the passenger accesses the ICE Portal (ice.portal), the portal will know where they currently are and will give information about the next stop. In addition, the service provides tips about tourist attractions, restaurants and cafés at 50 ICE stations in Germany, with more to follow. There are also audio and video features by the "mobil" editors on selected travel destinations.

MY JOURNEY

Need to change at the next station? Then you'll find this section particularly helpful. With just a click of a mouse you can track the exact course of your business journey including all connections. Should your onward journey be delayed, you'll find useful up-to-date information about connecting trains and platforms. If you miss a booked connection because of a delay, you can download the "Annulment of the Specific Train Requirement" as a PDF, which is also valid in international trains. This saves business travellers from having to find the guard or the information desk at the station.

TRAIN JOURNEY BAR

In the "Train journey bar" at the bottom of the screen you'll find comprehensive, continuously updated train information, including stopping and arrival times at the next stations, delay announcements and maps showing attractions and information about your destination.

SYLTER ROYAL

A SAFE BANK FOR GOURMETS

They started breeding oysters in breeding banks between List and Kampen on the North Sea island of Sylt again in 1986. They are now among the best oysters in the world.



SHARING THE LOAD

When low tide exposes the breeding banks, Markus and Carsten carry the oysters in large baskets to the warehouse in List.



ALWAYS IN STOCK

In November, the fishermen transport up to three million oysters to the warehouse. They spend the winter in saltwater tanks and can be kept fresh for many months ready for shipping.



It's the tidal calendar that determines the start of the working day for Markus and Carsten. Today, the experts have predicted that the tide will be at its lowest between List and Kampen at 13.20. In their high wellington boots the men leave the Dittmeyer's Austern-Compagnie warehouse and drive with the tractor to the mudflats. The sun is shining; a north-easterly wind is blowing. The sea has already retreated a few hundred metres, revealing rusty metal frames that are arranged in long rows. Only at low tide can the oyster fishermen reach the breeding banks that lie 300 metres out from the beach - and for only a few hours.

They've been breeding the "Sylter Royal" on the North Sea island since 1986. Clemens Dittmeyer, son of the well-known German fruit juice producer, revived mussel fishery after the tasty shellfish were wiped out by overfishing around 100 years ago. These days the farm sells two to three million oysters each year. The water quality around the North Sea island is excellent; the shellfish are famous for their mild, slightly buttery aroma and are sought-after the world over. Markus and his colleague free the first "poches" (French for pockets) from the frames and begin to rattle the 20-kilo nets. Exhausting but necessary work because the oysters like to attach themselves to each other

using their cement glands. The oysters are separated by the movement. Each oyster is moved like that by hand around 22 times before it ends up on someone's plate.

King Cnut the Great of Denmark (also known as King Canute) laid the first oyster banks in the eleventh century. After the European oyster was wiped out, the people of Sylt introduced the giant Pacific oyster, which is ready to be eaten after two to three years. The oyster fishermen bring them back to the warehouse in List in November so that the shellfish, which are very sensitive to cold, do not freeze or get crushed by ice. They spend the winter in saltwater tanks and can, much to the delight of gourmets, be shipped any time of year.

TASTE IT

Dittmeyer's Bistro in List serves a variety of oyster dishes all year round. sylter-royal.de

GETTING THERE

Deutsche Bahn takes you over the Hindenburg Dam all the way to Westerland from a number of towns and cities. syltshuttle.de

DELICACY

The "Sylter Royal" is the only oyster bred in Germany. It is served plain or with a delicious vegetable and vinegar dressing.



PHOTOS: LAIF

Steve Jobs: Die autorisierte Biografie des Apple-Gründers
Abridged
By Walter Isaacson
Read by Frank Arnold
Running time: 9 hours 38 minutes
Published: 08/12/2011
Language: German
★★★★☆ 4.5

Cashkurs - So machen Sie das Beste aus Ihrem Geld
Unabridged
By Dirk Müller
Read by Detlef Bierstedt
Running time: 12 hours 08 minutes
Published: 21/09/2011
Language: German
★★★★☆ 4.3

PONS Audiotraining Profi Business English: Für Fortgeschrittene und Profis
Unabridged
By Debby Rebsch
Read by various
Running time: 2 hours 21 minutes
Published: 16/09/2014
Language: German
★★★★☆ 4.4



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bahn.corporate

TRAINING

10 x Fitness for business travellers

FINDING IT HARD TO STAY FIT WHILE TRAVELLING? NOT WITH THESE MUSCLE-BUILDING AND STRETCHING EXERCISES. THEY KEEP YOU FIT AND ONLY TAKE 30 SECONDS EACH.

1 | STRETCH YOUR LEGS
Sit on a chair with your legs at a right angle to the floor. Pull up your toes and stretch out your legs. Hold for ten seconds before slowly lowering your feet back to the floor.

2 | ROPE LADDER
Stand up straight and stretch your hands towards the ceiling – first the left, then the right – making yourself “bigger” each time.

3 | SQUATS
Stretch your arms out in front and bend your knees. Keep your shoulders straight and make sure your knees don’t point out further than your toes. Repeat.

4 | MARCHING
March on the spot. The left leg and the right arm, and the right leg and left arm, should move together.

5 | WALL-SITTING
Press your back firmly against the wall, bending the legs at an angle of 90 degrees. Stay in that position for a few seconds and repeat.

6 | PUSH-UPS
Assume the push-up position with your arms slightly wider than shoulder-width. Lower yourself as far as possible before pushing yourself back up.

7 | STEPS
You can do this using a stable chair in your hotel room: step up and down for 30 seconds.

8 | BALANCE
Stand on your hotel bed, lift one leg and maintain balance on the spring mattress for as long as you can. This trains your core muscles. Can also be done on the floor.

9 | SIDE PUSH-UP
Lie on your side with your forearm below your shoulder, your legs stretched out. Now lift your pelvis until your body forms a straight line, and lower yourself again.

10 | SPINE STRETCH
Get on all fours, arch your back like a cat and stretch out again.

ILLUSTRATION: TIM MÜLLER-KAYA

LET'S TALK ABOUT...

DIGITAL ASSISTANTS WILL MAKE TRAVEL EASIER IN FUTURE, SAYS EXPERT ON **NETWORKED MOBILITY**, ANDREAS KNIE. WHETHER YOU'RE LOOKING FOR THE FASTEST MODE OF TRANSPORT OR ARE KEEN TO MEET LIKE-MINDED PEOPLE ON THE ROAD, WHERE THERE'S AN APP THERE'S A WAY.

How will we travel in future? Berlin's Innovation Centre for Mobility and Societal Change (InnoZ) and its Director Andreas Knie (54) have made it their mission to find the answer.

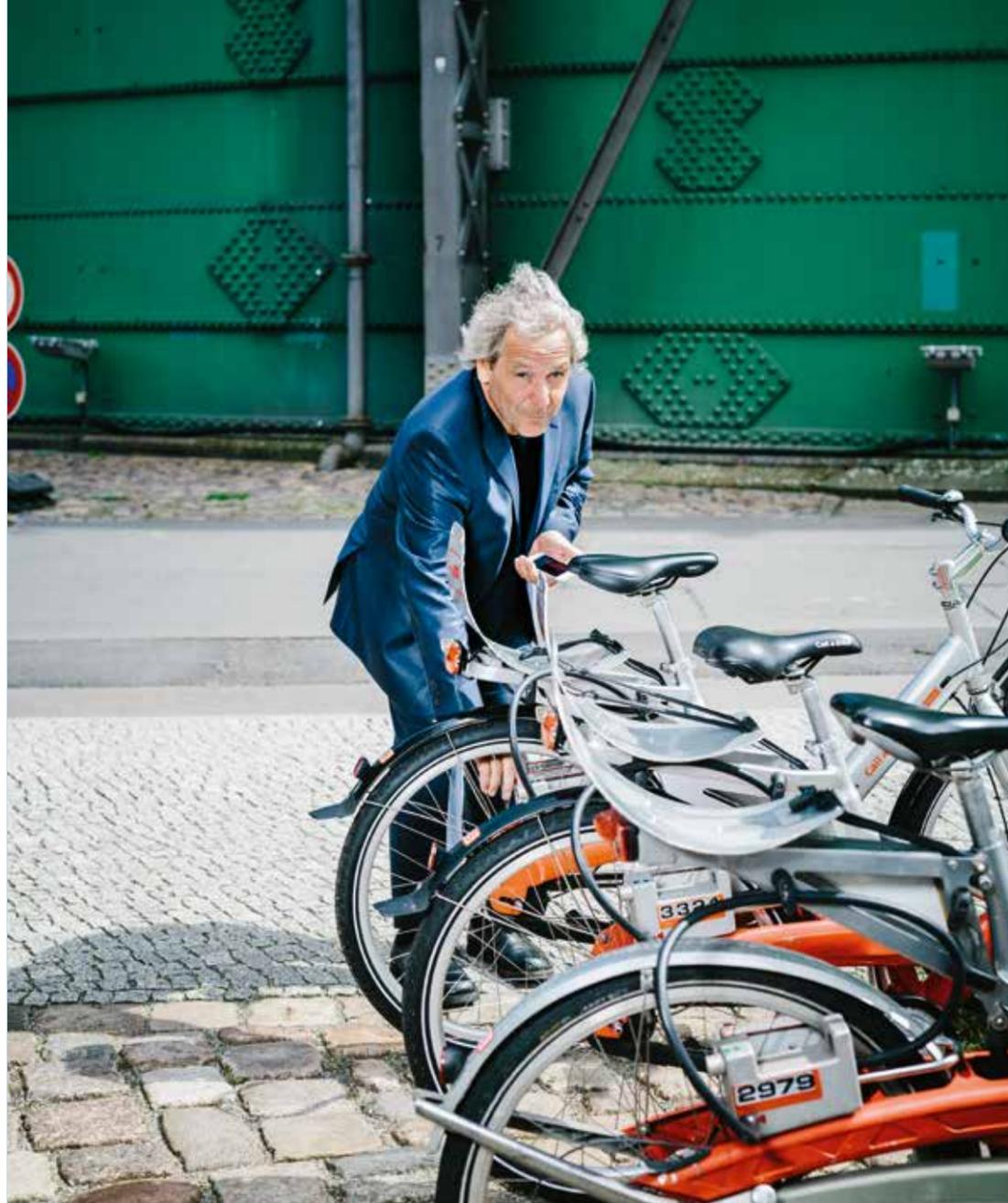


RAIL PROFILE

Andreas Knie travels by train a number of times every week, clocking up a total of around 35,000 kilometres annually. For him, rail represents a pleasant way of travelling: "Once you're in your seat, travelling by train is wonderful."

PERSONAL DETAILS

Andreas Knie, b. 1960 in Siegen, is Managing Director of Berlin's Innovation Centre for Mobility and Societal Change (InnoZ), Lecturer at the Department of Sociology at the Technical University of Berlin, and Divisional Head of Intermodal Services at Deutsche Bahn. His research focuses on integrated transport.



Andreas Knie, what is your favourite mode of business travel?

What's important to me is that I can travel comfortably, cheaply and quickly. I decide what mode of transport to use based on these criteria. I travel by train over medium distances and I fly when travelling longer distances. When I'm travelling around Berlin I use the underground, car-sharing or a rental bike, depending on the journey and how much time I have.

Would you say that this makes you a typical business traveller today?

Not completely, no. People tend to stick to their routines. Most people don't want to have to think too long about transport. They generally have a few modes of travel that they always use. That used to be the car, primarily. A lot of business travellers still travel from one

appointment to the next by car, but public transport is becoming more and more popular with this group.

Why is that?

Because time is very valuable for business travellers. You can't work when travelling by car, at least not if you're driving yourself. More and more people are switching to rail for this reason.

... and how do they then get from the railway station to their destination?

Smartphones are the key to that. It makes choosing a mode of transport much easier. That was also possible before, of course. You could set off on bike, get on a train and then continue onward to your meeting with the underground. The only problem was that you had to make a mental note of all the options and connections.

It was easier and more convenient for business travellers to just take the car. That's no longer necessary. Your smartphone shows you all the available means of transport, it makes everything more flexible - whether you have a car or not.

Is the key to intermodal travel to be found in digitalisation?

Yes! I use a smartphone app to decide which mode of transport is most useful to me at any given time. Some business travellers have a separate app for each transport mode: for trains, for car-sharing, for rental bikes and so on. There are a number of research projects that are looking into developing an integrated software application for all modes of transport. What's become clear is that such an app would need to do three things: provide information, offer access to all modes of transport and simplify payment procedures.

How exactly could that be done?

That kind of app has to answer a number of questions at a glance: is the train currently delayed? Are there any car-sharing vehicles available near the train station at the moment or are they all in use? Are any roads closed or congested because of construction work? Travellers also need to be able to book these transport modes easily. The ticket should be integrated into the app. And when car-sharing, you should be able to unlock the car with the app. You have to be able to do everything with it. That includes being able to pay for your journey on the go. That's particularly important to business travellers. That way it's easier to keep track of what you used, and where, when it comes to book-keeping. With the "Qixxit" app, rail is already going in the right direction, even if not all transport providers are available via the app.

You're currently testing "indoor navigation" at Berlin-Südkreuz railway station. What is that?

What we're doing there is testing tracking technology within a building. GPS technology, which is very common now, works really well outdoors but not within buildings. But with Wi-Fi and Bluetooth Low Energy we have the technology to track indoors, to within 50 centimetres. The Südkreuz railway station is a rather confusing place. That's why travellers are asking for an orientation aid there in particular. At the moment we're looking into which functions a navigation app in a train station needs to have. This kind of system should be particularly useful to business travellers who don't know every station like the back of their hand. Imagine you're in a certain train station for the first time, you have no idea from which platform your train is departing and you need to get to a meeting. In that scenario, the indoor navigation system would lead you from the taxi rank in front of the station all the way to your seat in the train. That saves you time and a lot of hassle.

We've also seen a number of apps that facilitate interaction between travellers. What are your thoughts on that?

Ride-sharing websites such as Bla Bla Car offer travel-

lers the option of joining up with others to share a lift. You can also do the same for train journeys through sites such as traindate.de. The "Lokin" app even allows you to chat with fellow travellers on the same train. So we're seeing digitalisation making travel a more social affair. That could be useful to business travellers who might think to themselves: "If XY is also on the train I could ask him about that important issue." Business travellers who are on their way to a large conference could meet and talk with other participants on the train by using digital networking aids.

In Milton Keynes, near London, driverless gondolas are expected to be introduced in 2017 as an additional means of public transport. Customers will use their smartphone to order one of the pods, which then find their way to the destination without a driver - a model for Germany?

The project is initially just a pilot and not a complete overhaul of the local public transport system, but yes, it's very exciting and it will show how much potential there is in driverless transport.

When will we be seeing the first driverless cars in Germany?

I wouldn't like to make an exact prediction. Everything works well in theory - but we're only just starting to test driverless transport in practice. In Germany, this kind of vehicle will presumably first be driven in convoys on motorways. There is a good reason why the first national testing route will be on the A9 - i.e. on a motorway, not in a city. Only later would driverless cars be able to function smoothly and extensively within the complexity of city traffic with all its various problems and disruptions. But it will be at least another two decades before we get there.

"THE APP OF THE FUTURE WILL HAVE TO DO THREE THINGS: PROVIDE INFORMATION, OFFER ACCESS TO ALL MODES OF TRANSPORT AND SIMPLIFY PAYMENT PROCEDURES."



PHOTOS: GENE GLOVER FOR WAGEN EINS



NOTHING VENTURED, NOTHING GAINED

“In praise of failure”, “few mistakes, little progress”, “fail bigger, fail better” – these are the slogans calling for a new culture of mistakes. But what does that mean? And is German business ready for it?

So, how cool are you? Have you – or at least one of your colleagues – been on a pilgrimage to Silicon Valley recently? Are you all dressing more casually in the office? Are you using terms such as “goal digger”, “predictive analytics” and “smarketing”? Are you going to hire young data scientists? And most importantly of all, isn’t it time to establish a new culture of mistakes and failures in the company? For each “yes”, give yourself five points. Another five if you’ve already shorn off the lumberjack beard. And an extra five points if you noticed that this test was not meant entirely seriously. Because adopting Silicon Valley principles could be ... what? Exactly – a mistake. As Siemens boss Joe Kaeser once said: “You have to understand Silicon Valley, not necessarily copy it.”

However, making mistakes is currently very fashionable. Back in 2007, the business magazine Brand Eins dedicated a cover to “Mistakes”. In the following years the shelves of the business and self-help sections were creaking under the weight of books with titles such as *Failing Forward: Turning Mistakes into Stepping Stones for Success*, *Better by Mistake: The Unexpected Benefits of Being Wrong* and *Fail Better*. At around the same time, so-called “Fuck Up Nights” were becoming popular in Berlin and Hamburg – evenings featuring failed businesspeople telling stories about how they messed up their business ideas.

The concept of a culture of mistakes is certainly being given a lot of attention in Germany. The reason for this is simple: failure is said to be part and parcel of the sunny philosophy of life and work in Silicon Valley, that stretch of coast 80 kilometres long and 20 kilometres wide to the south of San Francisco. And it is an integral part of the companies that are based there – Apple, Facebook, Google – some of the richest and most powerful companies in the world.

So if the walls of Facebook HQ, the hub that connects more than 1.4 billion people, is decorated with framed motifs like “Fail harder”, it’s certainly something to mull over. What is a mistake anyway? Is failing really that great? What’s useful and what isn’t?

THESE SOUND LIKE SIMPLE QUESTIONS. But the answers are a bit more tricky, beginning with the definition of a mistake. Sometimes they involve things – your car breaks down, for example. Sometimes it’s a specific person to blame – someone who lacks leadership skills, perhaps. Mistakes often only become visible through the concrete actions of individuals, but the cause lies deeper in institutional structures. It is also difficult to evaluate mistakes – using the wrong word when dictating a letter has very different results than for an incorrectly analysed blood group. Finally, it is often unclear who decides what qualifies as a mistake and what doesn’t.

“Non-fulfilment of a requirement” – that is the brief definition of the ISO 9000 quality management standard that ultimately says nothing at all. What would Christopher Columbus have said if these standards were around back in 1492? “Men, that is not India, let us go onwards. And not a word of this to his majesty!” After all, the explorer had missed his mark, a sea-passage to lucrative trade destinations in the Far East. What is true about the accidental discovery of America is also true of Teflon, lollipops on a stick, penicillin, the fixing process in photography and post-it notes.

Mistakes can be productive and beneficial, or they can be harmless. But they can also be lethal. One thing can be said of mistakes: they are always human and they will always

HE WHO FEARS FAILURE WILL NEVER TRY ANYTHING NEW.

happen. Since they can’t be avoided, the question we should be asking is how we can best react to them.

“In the 1980s, when I requested permission to undertake studies in German companies, I was often told, ‘Mistakes don’t happen in this company’,” says Professor Michael Frese, who teaches Management and Organisation at the Universities of Lüneburg and Singapore. “Companies are much more open now when it comes to the question of how to get problems under control, learn from mistakes and improve quality.”

Mistakes usually cost money – from the minor issue of an incorrectly noted delivery address to the enormous hassle and expense of a full product recall. That is why German companies, especially, spend a huge amount of time and energy planning processes and making products as close to perfect as possible. The German mechanical engineering group Schaeffler explains its concept as follows: “The aim of our quality policy is not limited to discovering and rejecting faulty products. Our approach to quality is aimed at ensuring that faults do not arise in the first place. Zero faults is the declared aim of the company.”

This kind of thinking – also known as “ballistic thinking” – is economically sound. The costs of a mistake rise exponentially: the longer a fault remains undiscovered, the more it costs to rectify. One euro spent in the planning stage can multiply by a factor of ten for each further stage in the business process the fault remains undetected – development, preparatory work, production, sales.

As the German author Martin Walser once said, “nothing is true without its opposite”. Statisticians talk of the Pareto principle, which states that 80 per cent of results are achieved from only 20 per cent of the total effort exerted – the closer you want to get to 100 per cent, the more effort is required. That is why most software is published before it is perfect and the bugs are removed later. “Done is better than perfect” is another motto that adorns the wall at Facebook. Moreover, success makes people conservative – why should you subject your work to critical analysis when things are going well? A corporate culture of fear ultimately leads to rigidity. If you are always afraid of ending up on the wrong track, you’ll never try anything new. Studies have shown that up to 60 per cent of internal emails are “cover-your-ass” messages that the sender can use later, if things go wrong, to prove that they were not solely responsible.

NONE OF THIS IS ACTUALLY NEW. Confucius said: “To make a mistake and not to correct it: that is a real mistake.” Henry Ford talked along similar lines: “Don’t find fault, find a remedy.” And the German-born Marlene Dietrich came up with the wonderful witticism that if she had another life to live she would “make the same mistakes again, only sooner so I could get more out of it”.

In Germany, however, a culture of mistakes that originates in the authoritarian and bureaucratic structures of a previous age still dominates. According to this dogma, mistakes are a terrible thing, they are punished in school and

they often matter more than a creative attempt at finding a solution. But if you place too much emphasis on security and the avoidance of mistakes, you stifle innovation. That's why children develop so quickly – they make one mistake after the other and learn the lessons from each one.

With this in mind, and with one eye on Silicon Valley, a number of large companies have developed models in which they at least make provisions not only for mistakes but also for outright failure. The insurer Allianz established Allianz Digital Accelerator GmbH with the aim of developing new business models on the basis of digital technologies. With "d.lab", Deutsche Bahn has set up a laboratory of the future in which staff can develop new ideas and try out things that may or may not ever make it onto the market.

SIMILAR DEPARTMENTS EXIST in many German companies that at least recognise and acknowledge the innovative spirit of Silicon Valley. A number of companies have integrated fault management processes on an operational level. Not as a call to slovenliness but with the aim of checking, improving and renewing existing processes.

When dealing with employees, however, other things matter more, things that are more difficult to measure. The first priority must be to minimise stress and to deliberately reduce the pace – whole areas of the brain stop functioning optimally in situations of stress, which frequently leads to more mistakes. Management figures also have to play the role of the protagonists. That means avoiding placing blame, working with the person involved to find the reasons behind the failure, and even giving praise in certain cases.

One leading figure calling for a more open attitude to-

wards mistakes is Alexander Birken, Board Member at the Otto Group, "because mistakes reveal the areas where there is potential for optimisation. Studies at the University of Gießen many years ago showed that a questionable attitude towards mistakes can cost a company up to 20 per cent in profitability. We couldn't afford that in our challenging market sector." The retailer has undergone major changes in the last 20 years since the advent of e-commerce. The credo is: "We'll err our way to the top." Of course, they still sell women's clothing. But they've also been developing software solutions for a long time now through start-up structures, one of which is "Risk Ident", an anti-fraud programme that has been licensed by Schufa.

"One of the key tools for a culture of mistakes is a culture of good feedback," explains Birken. "Managers give their staff regular feedback and they receive feedback in return. This kind of feedback loop is only practised sincerely in very few companies."

Despite this gradual convergence, there is still an enormous disparity in the way failure is tolerated on the two sides of the Atlantic. "In the USA, you go up to the second floor of City Hall to file for bankruptcy under Chapter 11," says Joe Kaeser, Chairman of the Board at Siemens AG. "And then on to the third floor to register a new company. In Germany you'd be a social outcast."

BUT THE PARAMETERS ARE CHANGING HERE, TOO. They are changing with the advancing digitalisation of the economy. "It makes it necessary to get new concepts market-ready very quickly. To achieve that, you need employees who can think like entrepreneurs," says Alexander Birken of Otto. Not all risks can be eliminated beforehand and not all decisions can be examined down to the last detail to ensure that they are absolutely correct. "We sometimes bring business ideas onto the market and test whether they're viable live in operation."

In doing so, German industry is not copying the Valley and its start-up spirit – trial and error – but it understands which positive impulses can grow out of it. It would, however, be premature to speak of a new culture of mistakes. In reality, an individual case of failure is almost always a brutal experience – whether it is the end of a romantic relationship or shelving a business project.

As a rule, the heroisation of failure is practised by those who can also deliver a story of success, or indeed of resurrection, in the same breath. But there is no empirical evidence to support the assumption that mistakes, learning and success are automatically linked. It would, however, be a huge mistake to forgo the "learning" part because of this. The world of business always offers opportunities and it does not follow a linear logic – Schumpeter's principle of creative destruction applies: when something is created on one side, something is destroyed on the other.

What remains is a simple realisation: you avoid mistakes by gaining experience. You gain experience by making mistakes. The important question for managers is therefore: how often do you organise short "mistake meetings" or compile "not-to-do lists"? Are the mistakes made by your co-workers automatically also your mistakes? In short, how constructively do you deal with mistakes?

Or to put it another way: how cool are you?

Helmut Ziegler

A CULTURE OF MISTAKES INVOLVES MANAGERS TAKING NOTE OF EMPLOYEE FEEDBACK.

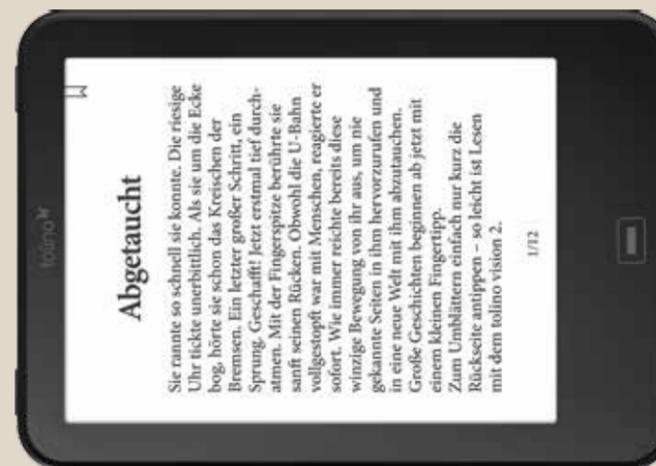


ILLUSTRATIONS: TILMAN FALKNER FOR WAGEN EINS PHOTOS: ALL PR

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amazon.de

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play.google.com



Chocolate

TAKE ... A PINCH OF IMAGINATION! CHOCOLATIERS AND RESTAURANTS ARE INSPIRING THEIR CUSTOMERS WITH NEW CREATIONS.



FROM SWEET TO SAVOURY: THE CHOC-OFFENSIVE

It smells of vanilla and rhubarb, with delicate lemon undertones – then everything merges with the intensive aroma of chocolate. “The dark chocolates are the most honest,” says Alexander Kühn from Goldhelm in Erfurt. “You can quickly tell how good the beans are.” He sources the cocoa for his “Jungle Chocolate” from organic farms in Peru, as the packaging clearly states. “Consumers today want to know where the ingredients come from, and they value high standards of cultivation,” explains the chocolatier.

Hand-made and high quality – that is the recipe for success around which German producers are orienting themselves. At an average of ten kilograms per per-

son per year, consumption has been stable for a long time. But more and more small businesses are getting involved. Inspired by chocolatiers in France, Switzerland and Italy, new chocolate boutiques are tempting customers in towns and cities across Germany. These include Kugel & Noller Chocolatiers in Nufringen near Stuttgart and Goldhelm in Erfurt, who, alongside especially extravagant chocolate varieties on weekends, also offer chocolate menus with dark beef sauce, herb purée and cocoa balm in the adjacent ice cream parlour.

Traditional manufacturers such as Weinrich in Herford are also adding exotic fruits and spices to their products these days. In the sales room of Fassbender & Rausch in Berlin’s Gendarmenmarkt, it is not only exquisite pralines, truffles and tartlets that tempt you to nibble. On the first

floor you’ll find chefs frying filets of beef in cocoa butter and seasoning them with plantation chocolate, or sprinkling cocoa nibs over veal ragout, sea bass filet and curried sausage. “That tastes fantastic,” says employee Kathleen Mentzel, pointing to a Grenada chocolate with 65 per cent cocoa content. “It gives a lovely dry sweetness to sausage.”

In Berlin’s first Dark Restaurant, Nocti Vagus, guests can expect a culinary voyage of discovery through a “chocolate menu surprise”, while Restaurant Schoko near Karlsruhe has sweet-savoury options on the menu.

The image of chocolate as a mass product is increasingly giving way to an image of a gourmet

product that – depending on the origin of the raw ingredients and the method of preparation – gives consumers a new experience. Alexander Kühn believes that this trend is here to stay. “Customers will soon be choosing a chocolate as they would a good bottle of wine.”

KUGEL & NOLLER [1]
Chocolaterie with open production.
kevinkugel.de

FASSBENDER & RAUSCH [2]
Chocolate shop over two floors.
fassbender-rausch.de

GOLDHELM [3]
Chocolatier Alexander Kühn.
goldhelm-schokolade.de

On the phone?

- 1 CHOOSE YOUR RINGTONE CAREFULLY**
 Sie You like cheesy pop? No problem. But what will your business partners think when they hear that ringtone emanating from your pocket?
- 2 DON'T ANSWER CALLS WHEN YOU'RE IN A MEETING**
 If you're expecting an important call, let the other participants know in advance.
- 3 PUT IT ON SILENT**
 Your phone should be on silent in meetings, conferences and for confidential conversations.
- 4 ANSWER YOUR PHONE QUICKLY**
 Don't let it ring more than three times.
- 5 ANSWER BY STATING YOUR FULL NAME**
 Just stating your first name is too informal. Never answer with a short “Yes?” or “Hello”.
- 6 MIND HOW LOUDLY YOU'RE SPEAKING**
 You never know who's listening.
- 7 TELL THE OTHER PERSON IF THEY'RE ON SPEAKERPHONE**
 Let the caller know if what they say will be heard by anyone other than you.
- 8 DON'T PUT YOUR SMARTPHONE ON THE TABLE IN MEETINGS**
 It suggests to the other person that they are not worth your time.
- 9 STOP PHUBBING**
 The coinage refers to snubbing someone with your phone. Emailing, Facebooking or texting during a meeting or a conversation is a sign of disrespect.

PHOTOS: KEVINKUGEL.DE; FASSBENDER-RAUSCH.DE; MARCO WICHER; ILLUSTRATION: JENS AMENDE

The mobile phone is and will remain the most important device for day-to-day work. But it can also cause all kinds of frustration, as a recent survey by the IT union Bitkom shows. One third of all working respondents (36 per cent) who own a smartphone look at their phone during meetings, often to check personal emails or Facebook messages (27 per cent). This does not make a good impression on colleagues, especially on superiors and business partners – three quarters of people rightly perceive such behaviour as distracting. So it's time to brush up on basic smartphone etiquette so that we can avoid

dropping clangers in the workplace. The good news is that it is often enough to do away with terms like “multitasking” and replace them with “active listening”. From offering the right greeting to creating a peaceful background atmosphere – setting the scene for a successful conversation, even if it's a phone conference, is important. Moritz Freiherr von Knigge summarises the key to harmonious relations in his book *Anleitung zum Unhöflichkeitsein* (“How to be Rude”), and not without irony: “My smartphone has an off button. That way I'm available to those around me.”

Would you look at that!

RELAX, GO FOR A STROLL, FEAST AND
SPEND THE NIGHT – TWELVE PLACES
YOU SHOULDN'T MISS.

TIP



SEEHOTEL [1]

Mecklenburg | The lake is calm and sheep are grazing nearby – a pure idyll. This hotel with beach access is located on the scenic shore of the Neuklostersee. Accommodation is in converted barns or in the holiday home. The “Bathing barn” houses a spa area with swimming pool and sauna. seehotel-neuklostersee.de

LA VIE

Osnabrück | Regional cuisine of the highest level: the ingredients are sourced from the gardens of nearby Ippenbunck Castle and are cooked and presented with flair by star chef Thomas Bühner. Open Tue. to Sat. restaurant-lavie.de



SYTE HOTEL [3]

Mannheim | In this recently opened hotel close to the train station, guests are welcomed in a “living room”. There are also a restaurant, bar, library and DJ decks on the ground floor. The interior of the listed building is decorated with leather and dark wood, and photos showing Mannheim inventions such as the draisine rail bike, the tractor and the first airship. sytehotel.de



RESTAURANT STORSTAD [2]

Regensburg | Bavaria meets Sweden high above the roofs of Regensburg: on the fifth floor of this Goliath of a building, guests can enjoy the view of the cathedral from the terrace and savour the regional and international specialities of head chef Anton Schmaus, who was recently awarded a Michelin star (three-course business lunch from €35, main course from €38). The interior impresses with its combination of white and wood in Nordic style. storstad.de



MAN VS MACHINE [4]

Munich | Self-roasted beans, hand-brewed coffee, with filter or syphon. This café celebrates unabashed indulgence. Also serves teas and sweet and savoury snacks. Mon. to Fri 8.00–18.00, Sat 9.00–19.00. mvscoffee.com

STANLEY DIAMOND

Frankfurt | Traditional cuisine reinterpreted: the menu includes dishes such as char on green sauce and cod with chorizo and broad beans (from €22). Tue. to Sun. from 18.30. stanleydiamond.com



LAURA'S DELI [5]

Düsseldorf | Taste, quality and a healthy, balanced diet using only the finest ingredients – that is the focus at Laura's Deli. They serve quinoa salad with avocado, organic salmon with sesame, and chia pudding and smoothies for dessert. All dishes also available to take away. laurasdeli.de

DAS STUE

Berlin | When the sun sets, this designer hotel becomes the place to go for night owls. Everyone should try one of the cocktails made using the best old whiskeys and cognacs (from €12) at the striking copper bar. Live music on Fri. and Sat. das-stue.com

6

VABALI SPA BERLIN [6]

Calm in the capital: the Vabali is an oasis of tranquillity just 500 metres from Berlin's main train station. After a sauna, relax on waterbeds and bamboo terraces (day ticket from €31). The restaurant serves healthy Mediterranean and Asian dishes. vabali.de



KAMEHA [7]

Zurich | The interior décor is enchantingly eclectic, from the shisha lounge to wall designs that allude to the chocolate square patterns of the best Swiss chocolatiers. kamehagrandzuerich.com

CORTISEN AM SEE

Salzburg | This hotel on the shore of the Wolfgangsee, around 60 kilometres from Salzburg, has its own beach. Activities on offer include water-skiing, fly-fishing and excursions on the hotel's Harley-Davidson. cortisen.at



AMERON HOTEL [8]

Hamburg | What in days gone by was a coffee warehouse is now a four-star red-brick hotel in a perfect location in Hamburg's HafenCity. The interior has been given a stylish 1960s look with a hint of Scandinavian design. The “Vitality Spa” on the seventh floor offers magnificent views of the Hanseatic city's skyline as you use the fitness and leisure facilities. Those seeking privacy can retreat to the Private Lounge. ameronhotels.com

PHOTOS: SEEHOTEL-NEUKLOSTERSEE.DE; STORSTAD.DE; SYTEHOTEL.DE; MVSMSOFFEE.COM; LAURASDELI.DE; VABALI.DE; KAMEHAGRANDZUERICH.COM; AMERONHOTELS.COM

Leipzig

THE CITY IS CELEBRATING ITS 1,000-YEAR ANNIVERSARY AND THERE ARE PLENTY MORE REASONS TO VISIT BESIDES.



BITE TO EAT

Auerbachs Keller [1] This beer cellar in Grimmaische Straße 2-4 was featured in Goethe's play *Faust*. Leipzig residents say that if you haven't tried the sweet Saxon fritters (Quarkkäulchen) under Mephisto's devilish gaze, you haven't really been to Leipzig. auerbachs-keller-leipzig.de
Mifune [2] Sushi, sashimi or teppan-yaki? In Münzgasse 18, guests can have their meat or fish cooked Japanese-style on a steel grill at their table. mifune-leipzig.de

MUST-SEE

Museum in der "Runden Ecke" [3] History where it happened: experience the musty, mundane atmosphere of spy work in the former Stasi offices in Dittrichring 24. runde-ecke-leipzig.de
Panorama Tower [4] At 120 metres, this is the highest restaurant in Germany. The menu features seasonal dishes. The spectacular view comes free with the meal (Augustusplatz 9). panorama-leipzig.de

CHEERS!

Vinothek 1770 [5] This wine bar in the Hotel Fürstenhof has more than 200 fine wines, tasty treats and a large selection of speciality cheeses on offer. Tröndlinring 8. vinothek-1770.de
Milchbar Pinguin [6] The best milkshakes in the city. Or perhaps a glass of Vivaldi? Three scoops of home-made lemon ice cream with prosecco will certainly lift your spirits. Katharinenstraße 4. milch-bar-pinguin.de

STRESS BUSTER

Tabak Kontor [7] The two walk-in humidors in Hainstraße 11 will make the hearts of cigar smokers beat a little faster. Havanas only in the "La Casa del Habano" on the upper floor. Sink in to the chunky leather armchairs and puff away. tabak-kontor.de
DB Lounge [8] The DB Lounge at Europe's largest terminal station offers free Wi-Fi and a space to relax while enjoying complimentary drinks. bahnhof.de

MUST-HAVE

MÅAT [9] Scandinavian fashion design meets sustainable lemonade and exclusive books. A world away from the large fashion chains, this concept store in Burgstraße 9 creates the space for an amazing lifestyle. maat-store.de
Handbrotzeit [10] You'll find tasty wraps in Nikolaistraße 12-14. Try the Bavarian herb and knackwurst, or the Italian lemon and fennel risotto. handbrotzeit.de